ROLE OF INTERNAL CSR SOCIALIZATION IN EMPLOYEE BRAND ADVOCACY: EXPLORING THE MEDIATING ROLE OF ORGANISATIONAL COMMITMENTS & IDENTIFICATION

Synopsis of the Research Proposal

Submitted for the Registration in the

Ph.D. Programme

in

Management

By

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(Enrollment No. 25JPPHDDMS008)

Under Supervision of

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Abstract

In today's competitive business environment, organizations increasingly rely on employees as brand ambassadors to enhance their external image. This study aims to examine the role of Internal Corporate Social Responsibility (CSR) socialisation in fostering employee brand advocacy, with a particular focus on the mediating effects of organizational commitment and organizational identification. Internal CSR socialisation refers to the processes through which employees are informed, engaged, and aligned with the organization's Internal CSR values and initiatives.

The study further incorporates key employee-centric variables such as employee wellbeing, work-life balance, and employee engagement to understand their influence on employees' perceptions and behaviours. By integrating these factors, the research seeks to explore how Internal CSR practices contribute to positive employee attitudes, which in turn translate into stronger advocacy behaviors and a favorable organizational image in the external environment.

Grounded in Social Exchange Theory, this research posits that when organizations invest in socially responsible practices and employee welfare, employees reciprocate through increased commitment, identification, and advocacy. The study will be conducted in the banking sector in Rajasthan, targeting a sample size of 500–700 employees.

A mixed-method approach will be adopted, primarily relying on primary data collected through structured questionnaires for descriptive and analytical analysis. Secondary data from academic literature, reports, and prior studies will also be utilized to support the conceptual framework.

The expected findings of the study include a positive relationship between Internal CSR socialisation and employee brand advocacy, mediated by organizational commitment and identification. Additionally, the study anticipates improved job satisfaction, higher employee engagement, and enhanced organizational reputation as key outcomes. This research will contribute to both academic literature and managerial practices by highlighting the strategic importance of Internal CSR in building a strong employer brand.

Keywords: Internal Corporate Social Responsibility (CSR), Employee Brand Advocacy,Organizational Commitment, Organizational Identification, Employee Well-being.

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1. Introduction

1.1. Overview

Employees have emerged as another stakeholder in organisations and have played a significant role in the process of developing and marketing the organisational brand. In the business world of today, employees are not just expected to do what is set in their job description, but they are expected to be the voice of an organisation due to their behaviours, communication, and interactions with other stakeholders (Cornelissen, 2023). This study specifically focuses on the banking sector, where employees play a crucial role in maintaining trust, service quality, and corporate reputation. This effect has become a major focus on employee brand advocacy, whereby employees willingly advertise and promote the brand of the organisation voluntarily. Communication in an organisation and integration of internal values and practices by the organisations to the employees is one of the factors that affect such behaviour. The internal corporate social responsibility (CSR) activities targeted at the employees are a significant factor in influencing positive employee perceptions and behaviours in the organisations (Carlini, & Grace, 2021).

Although internal CSR activities are aimed at creating responsible organisational activities to the employees, the success of these activities greatly relies on their communication and internalisation by the employees via organisational socialisation activities. The internal CSR socialisation aids in creating awareness about the ethical values, social commitments and anticipated behavioural standards of an organisation among employees (Carlini, et al., 2019). By means of organised communication, involvement in CSR activities and training, the employees become able to adjust their personal values to the organisational ones. In the process, employees can become more psychologically attached to the organisation which increases the degree of organisational commitment and organisational identification. As a result, those employees who identify with organisational values will be more likely to participate in positive behaviours which may involve promotion of the organisational brand to the external environment (Vuong, & Bui, 2023).

1.2. Changing Role of Employees in Brand Building

The contribution of the employees towards creating the organisational brands has changed tremendously over the past few years. Traditionally, brand building was controlled to a large extent by external marketing campaigns, adverts as well as corporate communication strategies that were directed to customers. Nevertheless, the modern organisations are becoming more aware that employees are influential contributors to brand perceptions based on the daily interactions and behaviours (Barrena-Martínez, et al., 2017). Employees can act as

representatives of the organisation both formally and informally, in terms of workplace relationships, interaction with customers and online. Their attitudes and communication tend to influence the way the external groups view the organisation. Consequently, employees have ceased to be regarded as mere operational assets but as valuable assets in terms of brand image and reputation of an organisation (Theurer, et al., 2018).

The contemporary organisational environment tends to treat employees as brand ambassadors within the organisation, however, instead of passively transmitting the organisational values and identity. Employees portray the brand promises that organisations make to the external environment through their communication, service delivery and professional conduct. The closer the employees are to the organisational values, internalising the values, the more are they prone to exhibit consistent behaviours that reflect the identity of the brand. This kind of convergence of organisational values and behaviour of the employees improves brand credibility and authenticity. As such, organisations continue to invest in activities that make employees endorse the brand in a favourable manner because employee behaviour has the potential to impact customer confidence and organisational values in a very strong way (Morokhova, et al., 2023).

The increasing power of digital communication and social media platform has supplemented the presence of employees in brand building. Workers often post their stories at work, organisational successes, and work experiences on different internet sites (Barrena-Martínez, et al., 2017). Such personal accounts have massive followings and can influence general attitudes towards the organisation. Messages that are conveyed by employees are seen to be more genuine and credible compared to the corporate advertising that has been in use. Consequently, employee voices have realised an effective element in image and reputation construction of organisations. Organisations consequently realise the necessity to promote responsible and positive employee communication that is in line with the values and brand identity of the organisation (Cornelissen, 2023).

1.3. Internal CSR Socialization

1.3.1 Concept of Organisational Socialization

Organisational socialization is a process of acquiring values, norms, expectations and behavioural standards of an organisation by new and current employees. It is a progressive activity that allows people to comprehend the manner in which the organisation operates and what they expect to be as members of the workplace place (Batistič, 2018). In this, the employees learn organisational culture, policies, and professional practices that would influence their behaviour. Socialization assists the employees to adapt to the working

environment and gain a sense of clarity concerning their duties and tasks. When employees gain knowledge of organisational expectations they become better equipped to make a contribution to organisational goals and retain the behavioural pattern that is in line with organisational standards and values (Woodrow, & Guest, 2020).

Communication, training programs, mentorship, and leadership guidance are some of the organisational practices that help in effective organisational socialization. Structured learning opportunities and orientation programs facilitate the employees in learning the priorities and behavioural expectations of the organisation (Adu-Gyamfi, et al., 2021). The communication channels are also essential in conveying organisational values and norms to the employees. This is further enhanced through leadership and supervisors by providing behaviours that exemplify organisational principles and also assisting employees through their career growth. In cases where employees are repeatedly sent clear messages about the organisational values and expectations, chances are high that employees will develop behaviour which will favour organisational goals. Organisational socialization is therefore a point of influence in molding of employee attitudes, behaviours and organisational attachment (Batistič, 2018).

1.3.2 Internal CSR Socialization

Internal CSR socialization is the process whereby organisations interact and enshrine corporate social responsibility values in the internal work environment. Although internal CSR activities aim to enhance employee health, integrity, and ethical conduct, their success is mainly dictated by their interpretation and internalisation by the employees (Adu-Gyamfi, et al., 2021). Internal CSR socialization is done to ensure that the employees are aware of the organisation commitment to ethical standards, social responsibility and sustainable practices. Communication and organisational processes ensure that employees slowly build on the knowledge of how the CSR principles affect organisational decisions and behaviour at the workplace (Farooq, et al., 2017).

Internal CSR socialization involves influencing this through behaviours that the employees are motivated to embrace with an aim of promoting the ethical and socially responsible values of the organisation. This would enable the employees to appreciate the value of being responsible not only to organisational success but also to the larger society. Employees might gain a greater degree of trust and positive behaviour towards the organisation when they see that the organisation actively upholds fairness, respect, and responsibility towards the stakeholders (Farooq, et al., 2017). This kind of exposure will ensure that employees adopt CSR values as members of their workforce. Consequently, there are increased possibilities of

employees being more favourable towards organisational initiatives, ethical behaviour as well as playing a positive role in enhancing the image of an organisation (Adu-Gyamfi, et al., 2021).

1.3.3 Mechanisms of CSR Socialization

There are various processes of socializing employees into CSR values and practices that organisations employ. The orientation programs usually cover the mission of the organisation, the ethical principles, and the social responsibility programs of the organisation at the onset of employment (Glonti, et al., 2020). Besides that, regular updates on CSR initiatives and organisational commitments to the employees are done through internal communication channels like newsletters, meetings, digital platforms, and policy documents. Awareness training and training workshops also aid in instilling the value of responsible organisational behaviour as employees can be taught about sustainability, ethical decision-making and responsibility to the stakeholders. These organised activities enable the employees to learn how the CSR principles affect the organisational activities and work behaviour (Rodrigo, et al., 2019).

The contribution of leadership behaviour and participation of employees is also critical towards enhancing CSR socialization. As the leaders provide ethical behaviour and enthusiasm in their support of CSR initiatives, employees will perceive such values as a part of organisation culture more frequently. Leaders through role modelling assist in translating CSR principles into visible workplace operations. In addition, organisations tend to invite workers into CSR initiatives like in community development projects or environmental or volunteer projects. This kind of participation would enable employees to have first hand experience on the social commitment of the organisation. Such experiences strengthen organisational values and assist the employees get more knowledge of CSR as a significant aspect of organisational identity (Glonti, et al., 2020).

1.4. Employee Brand Advocacy and Organisational Outcomes

Employee brand advocacy is given a voluntary conduct of employees who contribute the brand of an organisation by promoting and supporting it through positive communication and actions. When employees are having a good attitude towards their organisation, they tend to deliver positive experience to the customers, professional networks, and the society at large. This advocacy can be within the word-of-mouth communication, the contact with the clients, and social media (Kotilainen, 2020). Messages posted by employees are not seen as official marketing messages and they are usually seen to be more genuine and credible. As a result, organisations are starting to appreciate employees as significant players in brand communication. By being active in promoting organisational values and success willingly, the

employees contribute to the strengthening of the reputation and credibility of the organisation in the external environment (Thomas, 2020).

The increasing topicality of the employee brand advocacy is directly linked to the organisational attempts to enhance the internal relationships with the employees. When employees are positively influenced by the organisational work environment and how much they are made to appreciate the organisational values, they tend to enthusiastically describe their organisation (Yao, et al., 2024). This behaviour will help not only to promote the brand, but also to stronger employer branding, which has the potential to attract possible workers and increase the competitiveness of organisation. In addition, employee advocacy affects the perception of the customers since customers tend to believe the information given by the employees who have direct contact with the organisational processes. As such, organisations are becoming more interested in determining what motivates employees to volunteer to support and promote the organisational brand (Kuutsa, 2016).

Organisational commitment is the mental attachment that the workers have with their organisation. It shows the degree to which employees are part of organisational objectives and willingness to continue to be affiliated with the organisation. The three-component model, which incorporates affective, continuance, and normative commitment, is one of the most commonly accepted models and explanations of organisational commitment (Thomas, 2020). Affective commitment is the emotional attachment of an employee towards the organisation and the urge of staying in the organisation since he/she actually cares about the organisation. Continuance commitment relies on what one sees as the cost of leaving the organisation, normative commitment is a sense of duty that he or she has towards the organisation (Autiomäki, 2025).

Affective commitment is said to be one of these elements, which has been believed to be the most effective in forecasting the positive behaviours of employees. Workers that are emotionally attached to their organisation tend to display commitment, interest and helpful attitude towards the organisational causes. Employees can have better emotional attachment to an organisation when organisations communicate CSR values correctly and engage their employees in responsible behaviours (Thomas, 2020). This bond helps them to perform even more than what they are expected to and act as good ambassadors of the organisation. Consequently, the organisational commitment may also act as an intermediate variable by which the CSR socialization may affect the behaviour of employees including brand advocacy (Yao, et al., 2024).

2. Review of literature

Aguinis, H., et al., (2024) investigated the link between social corporate responsibility (CSR) and personal behaviour in organisations. The study took the individual level factors into consideration because the former study on CSR concentrated primarily on the outcomes at the organisational level, and thus, the researcher needed to comprehend how employees reacted to CSR initiatives. With the help of narrative review approach, the study categorized the current study into three groups CSR perceptions, CSR attitudes, and CSR behaviours. The evidence revealed that perceptions and attitudes of employees played a major role in their response behaviour of CSR practices. The study ended with the study presenting a conceptual model that explained the relationship between CSR and individual behaviour and provides future study direction.

Luu, D. T. (2020) studied the connection between perceived internal corporate social responsibility (CSR) practices of employees and performance of pharmaceutical companies with employee intrapreneurial behaviour as an intermediate. The internal CSR practices that emphasised on employee welfare and ethical organisational behaviour were found to play significant roles in shaping the attitude of the employees and organisational performance. The study was carried out on 607 employees who were employed in pharmaceutical companies in Ho Chi Minh city, Vietnam. Structural equation modelling (SEM) was used to test the hypothesised relationships using data. The results showed that the perception of internal CSR practices by the employees had a significant impact on firm performance mediated by intrapreneurial behaviour. The study found out that organisational internal CSR should be promoted as it can stimulate innovative employee behaviour, which in turn will yield organisational performance and long-term sustainability.

Pecino, V., et al., (2019) refined the connections among the organisational climate, role stress, and employee well-being in the Job Demands Resources (JD-R) model. Since Job demands and Burnout are known to be influenced by high job demands, the study sought to examine these issues in the context of the public organisations. A cross-sectional descriptive study that involved 442 public workers was carried out, and the analysis was performed through structural equation modelling. It was found that positive organisational climate minimised role stress and burnout and maximised job satisfaction. The researchers concluded that organisational climate can be improved to lead to better staff welfare and alleviate stress at work.

Moyson, S., et al., (2018) examined existing study pertaining to organizational socialization in the context of public administration. The study identified the determinants and consequences of organizational socialization because it generally refers to the process by which new workers

get acquainted with the established organizational values and practices. There were 58 studies analysed with the PRISMA systematic review methodology. The results showed that there is an increasing scholarly interest in the issue and that it has an impact on the motivation of the public service, the person-organization fit, and the institutional support. The study admitted that even though organizational socialization influences employee attitudes, it is important to think of its effects along with the other contributing factors and this needs to be measured and known better through further research.

Wilkins, S., et al., (2018) studied how organisational identification and level of employee satisfaction affect extra-role behaviours and turnover intentions in institutions of higher learning. Based on the significance of committed employees in the effectiveness of the institution, the study sought to develop antecedents of organisational identification and the comparison of results among home and foreign university campuses. Based on a model that was experimented with a structural equation modelling (SEM), it was revealed that organisational identification had a great impact on satisfaction, extra-role behaviour, and turnover intentions. Another thing was that the staff in the foreign campuses indicated less identification and satisfaction and increased turnover intentions. The study concluded that tailored human resource approach of foreign branches should be adopted in universities.

Roemer, A., & Harris, C. (2018) analysed how perceived organisational support (POS), psychological capital (PsyCap), and employee well-being relate to each other within a competitive work environment. The study was based on the idea of positive psychology and sought to establish the fact that PsyCap intermediated the connection between POS and well-being. Non experimental and cross-sectional design was used and 159 South African employees were sampled using convenience and snowball sampling technique where data was gathered through an online survey. The results were positive correlations between POS and PsyCap and well-being with PsychyCap mediating the relationship completely. The study came up with the conclusion that to improve workplace well-being, organisations ought to instill the PsyCap of employees.

2.1. Research gap

Despite the fact that previous study has been done on CSR and employee outcomes, there are still some gaps that could be filled. The studies have extensively covered the perceptions, attitudes, and behavioural responses of CSRs at individual levels with no emphasis on internal processes of socialization to CSR (Aguinis et al., 2024). Recent study connects internal CSR to the performance of firms using such mediators as the intrapreneurial behaviour (Luu, 2020), and some investigate how organisational climate, socialization, and identification mediate

between internal CSR and employee attitudes (Pecino et al., 2019; Moyson et al., 2018; Wilkins et al., 2018). On the same note, the mediating roles of psychological resources have also been investigated (Roemer & Harris, 2018). Of limited number of studies however combine internal CSR socialization and organisational commitment, identification, and employee brand advocacy in a structural framework.

3. Significance of the study

The current study is important because it evaluates the impact of internal corporate social responsibility (CSR) socialization on employee brand advocacy using organisational commitment and organisational identification as the mediating variables. Although most studies in the past have placed much emphasis on organisational performance of CSR, little has been done on how internal CSR practices influence employees attitudes and advocacy behaviours. By incorporating these constructs in one framework, the study leads to the enhancement of understanding of employee-organisation relationship. The results will be of great benefit to organisations that want to enhance their employee engagement, commitment, and positive brand image in the more competitive business setups. The findings will be particularly relevant for the banking sector, where employee behaviour directly influences customer trust, service delivery, and brand credibility.

4. Statement of the problem

Although the importance of corporate social responsibility (CSR) is gaining momentum, its implementation and internalization within the banking sector remain underexplored, organisations do not tend to attach the significance of employees integrating effectively into internal CSR activities. Although CSR is a widely adopted initiative, there is a lack of knowledge pertaining to the impact of internal CSR socialization on the attitudes and behaviours of employees in organisations. Specifically, the processes by which such socialization results in employee brand advocacy have not been studied properly. In addition, the fact that organisational commitment and organisational identification mediate between internal CSR socialization and employee advocacy behaviours has minimally been empirically investigated. This gap provides the necessity to consider the impacts of internal CSR practices on employee's commitment, identification and advocacy of organisational brands.

5. Research questions

a) What are employees' awareness levels and attitudes regarding internal CSR training programs and organisational communication channels?

b) What is the relationship between employees' internal CSR participation and their job

satisfaction in selected organisations?

c) How do perceived ethical climate and leadership support influence employee engagement in the organisational context?

d) Do organisational trust and psychological empowerment mediate the relationship between internal CSR initiatives and organisational citizenship behaviour (OCB)?

6. Research objectives

a) To examine employees' awareness and attitudes toward internal CSR training programs and organisational communication channels.

b) To investigate the relationship between internal CSR participation and employee job satisfaction in selected organisations.

c) To determine the impact of perceived ethical climate and leadership support on employee engagement.

d) To test whether organisational trust and psychological empowerment mediate the relationship between internal CSR initiatives and organisational citizenship behaviour (OCB).

7. Research hypothesis

H_0a: Employees do not demonstrate varying awareness and positive attitudes toward internal CSR training programs and organisational communication channels.

H_1a: Employees demonstrate varying awareness and positive attitudes toward internal CSR training programs and organisational communication channels.

H_0b: There is no significant relationship between internal CSR participation and employee job satisfaction in selected organisations.

H_2b: There is a significant relationship between internal CSR participation and employee job satisfaction in selected organisations.

H_0c: Perceived ethical climate and leadership support do not significantly influence employee engagement.

H_3c: Perceived ethical climate and leadership support significantly influence employee engagement.

H_0d: Organisational trust and psychological empowerment do not mediate the relationship between internal CSR initiatives and organisational citizenship behaviour (OCB).

H_4d: Organisational trust and psychological empowerment significantly mediate the relationship between internal CSR initiatives and organisational citizenship behaviour (OCB).

8. Research methodology

The study will be performed using primary data and descriptive and analytical research design. A stratified random sampling method will be applied to identify 500-700 employees working in banking institutions under CSR initiatives in Rajasthan, India. The independent variables in the study will be internal CSR participation, perceived ethical climate, leadership support, and internal CSR initiatives, whereas the dependent variables will include employee job satisfaction, employee engagement, and the organisational citizenship behaviour (OCB). Will be stated as mediating variables are organisational trust and psychological empowerment. The data will be analyzed through the use of MS Excel, SPSS 27, and SmartPLS, and the mean, standard deviation, regression, correlation, and SEM modelling methods will be used.

Figure 1: Conceptual framework

9. Expected outcomes of the study

The study is anticipated to give empirical evidence on the effects of internal corporate social responsibility (CSR) socialization on employee attitudes and workplace behaviours. Namely, it can show that proper communication and involvement in internal CSR activities have a positive influence on job satisfaction, engagement, and organisational citizenship behaviour of employees. These results are also expected to indicate the mediating effects of the organisational trust and psychological empowerment in enhancing such relationships. On the whole, the study can assist organisations to realize the contribution of internal CSR practices towards the formation of committed, engaged, and socially responsible employees who will encourage the organisational objectives and help to create a positive organisational climate. These outcomes will provide strategic insights for banking organisations to strengthen employee engagement and brand advocacy through effective Internal CSR practices.

10. Limitations of the study

- Study is limited to organisations within Rajasthan region.
- Cross-sectional design restricts understanding of long-term behavioural changes.
- Reliance on self-reported responses may introduce response bias.
- Limited sample size may affect broader generalizability.
- External organisational factors not fully considered in analysis.

11. Tentative chapters

Chapter 1: Introduction

The chapter brings the internal corporate social responsibility (CSR) socialization into the picture and the impact of that socialization on employee brand advocacy in organisations, with specific reference to the banking sector. It elaborates the evolving position of employees as a brand ambassador and also points out how organisational values and CSR programmes influence employee attitudes and behaviour. The research problem, objectives, research questions, and hypotheses are also introduced in the chapter. All in all, it provides the theoretical base and importance of studying the impact of internal CSR practices on employee commitment, identification, and advocacy behaviour.

Chapter 2: Review of Literature

The chapter is a review of academic study on the topics of internal CSR practices, organisational socialization, employee commitment, identification, and brand advocacy. It critically examines past studies so as to know how Internal CSR affects employee attitudes and organisational performance. The chapter draws an important focus on theories and empirical evidence provided by other scholars and outlines the gaps in the literature. It synthesises the

previous study and provides a conceptual base to the current study and warrants the necessity of analysing the internal CSR socialization and employee advocacy associations.

Chapter 3: Research Methodology

This chapter describes the research design, data collection processes, and analysis, which was applied in the research. It outlines the description and analysis type of study method taken to test the connection between internal CSR practices and employee behavioural outcomes. The chapter describes the sampling procedure, the number of the participants in the sample, which is the organisational employees, and the measurement of variables, including job satisfaction, engagement, and organisational citizenship behaviour. It also describes how statistical package like SPSS and SmartPLS were used to analyze the data.

Chapter 4: Data Analysis, Interpretation, and Discussion

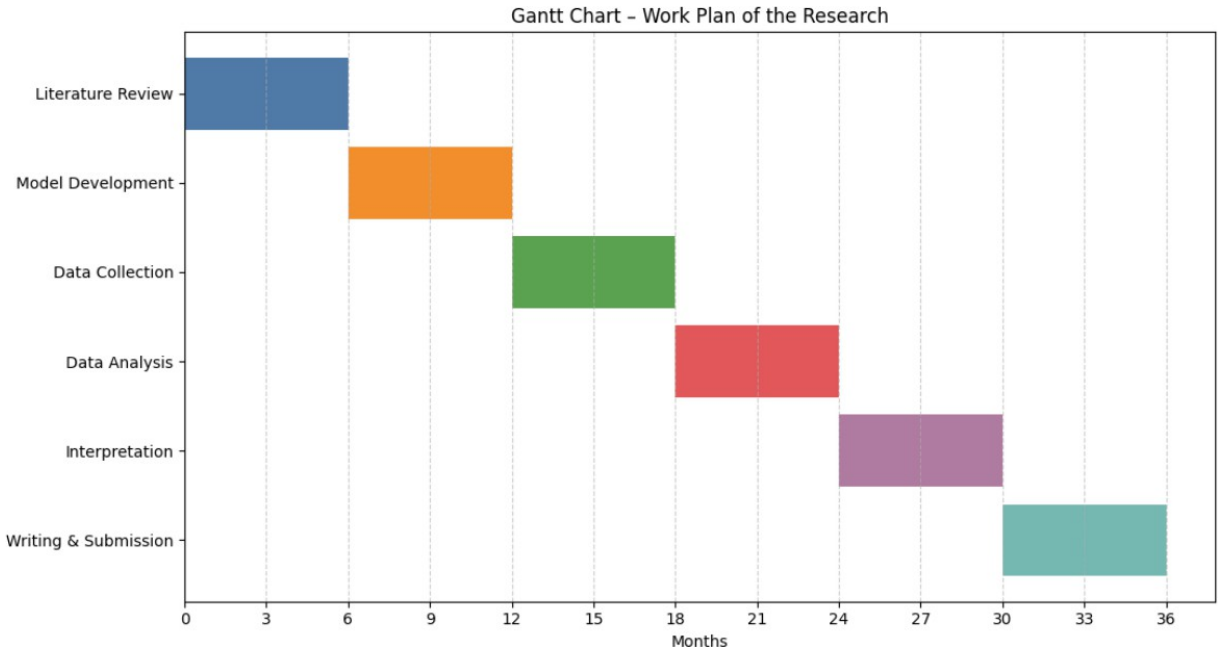
The chapter includes statistical representation and interpretation of the obtained data to investigate the correlation between the variables of the study. It contains descriptive statistics, correlation results, regression results and structural equation modelling results. The chapter evaluates how internal CSR participation, ethical climate and leadership support can impact on employee job satisfaction, engagement and citizenship behaviour. The results are discussed in terms of the research hypotheses and the extant literature and allow presenting a full picture of the impact of internal CSR socialization on the employee attitudes and organisational performance.

Chapter 5: Conclusion and Suggestions

This chapter briefly outlines the key findings of the study and gives general conclusions about the study based on findings. It brings to focus the role played by internal CSR socialization in creating positive employee attitudes, commitment and advocacy behaviour in organisations. On the findings, feasible recommendations are placed on how organisations can reinforce Internal CSR communication, employee involvement, and enabling leadership behaviours. The chapter also includes implications of the results on organisational management and recommendations of future study to expand further on the exploration of the Internal CSR related employee outcomes.

12. Work Plan of the research

Phase	Task	Start Month	Duration
Phase I	Literature Review	0	6
Phase II	Model Development	6	6
Phase III	Data Collection	12	6
Phase IV	Data Analysis	18	6
Phase V	Interpretation	24	6
Phase VI	Writing & Submission	30	6



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